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Services

**SERVICES MARKETING AND PUBLICITY
PROGRAM**

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This instruction implements AFR 34-1, *Morale, Welfare, Recreation and Services Programs*. It provides guidance and procedures for developing an effective Services marketing program. This instruction describes the role and relationship of marketing in the planning and administration of Services programs and describes the responsibilities of the marketing director. It explains how to identify markets, develop strategies to satisfy consumer needs, and communicate the right message to customers and potential customers. This instruction is not applicable to the Air National Guard.

SUMMARY OF REVISIONS

This is the first publication of AFI 34-104, substantially revising AFR 215-1 and AFR 176-1. This instruction establishes the function of marketing Services activities and programs by recognizing customer needs, using market information, instituting marketing planning, and implementing marketing programs. This instruction defines the role of the marketing director, the scope of the marketing function, and establishes use of the marketing CORPORATE STANDARDS as a planning tool.

1. Who Does What:

1.1. Headquarters United States Air Force Director of Services (HQ USAF/SV). Establishes the overall direction of marketing, provides program oversight, directs corrective actions, and advocates central marketing programs.

1.2. Headquarters Air Force Services Agency, Directorate of Programs (HQ AFSVA/SVP):

- Implements the desired marketing direction through instructions, guidance, and plans.
- Facilitates marketing oversight by determining changes in market share and compliance with policy.
- Ensures that appropriate personnel perform corrective marketing actions.

- Develops and implements central marketing programs.

1.3. Major Command Director of Services (MAJCOM/SV):

- Develops, coordinates, and supervises installation-level implementation of MAJCOM marketing programs.
- Disseminates and implements central marketing programs at installations.

1.4. Installation-level Marketing Directors:

- Develop, implement, and analyze market research (CORPORATE PRISM) to support planning actions of activity managers.
- Advise the Services commander/director and flight chiefs on developing marketing goals, objectives, and strategies.
- Advise activity managers on marketing and promotional strategies by identifying target markets and effective ways of reaching those markets.
- Determine the effectiveness of current initiatives.
- Provide advertising mechanisms for activities.
- Provide customer satisfaction reviews of activities to help improve activities and programs.
- Plan and implement marketing, promotional, and publicity campaigns for flight- and squadron-wide events.
- Coordinate the implementation of marketing campaigns and programs with the Services commander/director, flight chiefs, and activity managers.

2. Air Force Services Marketing:

2.1. Overview. Services marketing supports Services squadron commanders or directors, flight chiefs, and activity managers by ensuring that they adopt sound marketing practices. The primary goals of the marketing program are to recognize the needs and expectations of customers and potential customers, tailor marketing programs to meet these needs, and communicate the right message to the right market.

2.2. Market Research. The Services operating environment requires all managers to have accurate, reliable, and timely market information so they can anticipate customer needs and respond to changes in consumer demand. Market size data is one method used to indicate level of demand and how well that demand is satisfied is expressed by market share. Managers use market-size and market-share data to identify current and potential customers.

2.2.1. The Air Force uses CORPORATE PRISM as the basis for determining market share information. Air Force Services provides this base-level market analysis to installations at least once every 24 months.

2.3. Distribution and Training. Services commanders/directors distribute CORPORATE PRISM to the marketing director, flight chiefs, and activity managers.

2.3.1. The marketing director trains Services flight chiefs, activity managers, and marketing personnel to use the PRISM software and interpret the research data.

2.4. Using Data. Marketing personnel and activity managers use CORPORATE PRISM to examine the market-size and market-share data as well as other descriptive information about their specific market.

2.4.1. The marketing director aids activity managers by supplementing PRISM with surveys or focus groups that target specific activity issues highlighted in PRISM. These issues usually involve operational improvements for programs such as quality, value, program accessibility, etc. Supplemental surveys focus groups in these areas can provide insight and solutions to activity problems.

2.5. Marketing Role in Research. Marketing personnel develop, implement, and analyze market research to support the planning actions of activity managers, flight chiefs, and the Services commander/director.

2.5.1. The marketing director develops a master survey schedule that designates the research requirements of the squadron during the annual budget planning process. Using the marketing CORPORATE STANDARDS as a guideline, squadron marketing personnel carry out these research requirements:

- Provide priority market information as specified by the Services commander/director.
- Consolidate the research requests of activity managers, where possible, and develop the most effective way to obtain the market information.
- Survey customer satisfaction at least once a year.
- Assist activity managers in performing an assessment of competitive activities within the installation's trade area.
- Evaluate the effectiveness of marketing and promotional programs and recommend improvements.

2.6. Marketing Planning. Determine both short-term and long-term marketing goals and identify the steps to accomplish them. Marketing planning will:

- Encourage systematic thinking.
- Enhance the coordination of activity, flight, and squadron efforts.
- Establish control over performance standards and increase participation among managers and marketing staff.

2.6.1. The Services commander/director, flight chiefs, and the marketing director conduct long-range marketing planning to develop the overall Services strategy and marketing objectives for the next 3 to 5 years. Long-range plans forecast which facilities, activities, and programs Services must modify to develop future market growth and continue to meet customer demand. Long-range planning is part of the Services Master Program Plan and provides the framework for all other Services plans.

2.6.2. The Services commander/director, flight chiefs, and marketing director conduct short-range marketing planning to establish specific goals and budgets for the coming fiscal year. Services develops the annual Services squadron marketing plan by completing the Services CORPORATE STANDARDS and obtaining feedback to check the effectiveness of the plan.

2.6.2.1. The marketing director prepares the squadron marketing plan.

2.6.3. Activity managers develop annual promotional campaigns through CORPORATE STANDARDS. Annual activity promotional plans set the schedule for promotional events and publicity programs directed at specific markets.

3. Services Advertising and Publicity:

3.1. What Advertising Is. Advertising is any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified organization. Air Force organizations convey messages to authorized patrons using media such as magazines and newspapers; outdoor signs and posters; direct mail; novelties (matchbooks, calendars, keychains); programs and menus; and circulars and flyers. Organizations use advertising for diverse purposes, ranging from promoting an organization's name over the long term to presenting information about a particular service, program, or event.

3.2. Why Advertise. Advertising helps increase awareness, encourages trial use, and develops repeat use of Services programs and activities. Air Force organizations also use advertising to foster a positive perception and a feeling of goodwill toward Services. All advertising must reflect favorably on the Air Force, Department of Defense, and the Federal Government.

3.3. Marketing Role in Advertising, Promotion, and Publicity. The marketing director provides advertising media for Services activities, implements promotional programs, and coordinates marketing communications activities with base public affairs. Refer to Marketing CORPORATE STANDARDS for specific approaches to advertising, promoting, and publicizing Services programs and activities.

3.4. Selling Advertising Space. Services may not sell space for commercial advertising. Commercial advertising includes selling advertising space, including classified ads, in Services newsletters, signage, and other media. Services may not accept funds from contractual arrangements that give advertising rights or additional benefits to a supplier (see AFI 34-201, *Use of Funds*).

3.4.1. Advertising purchased by suppliers or other non-DoD sources in media not prepared or produced by Services that relates to Services activities must prominently display this disclaimer: "Federal Endorsement of Advertisers Not Intended." **EXCEPTION:** Items provided as premiums (pens, calendars, rulers, and so on) when the minimal intrinsic retail value is less than \$20 retail don't require a disclaimer.

3.4.2. Services may not solicit funds from suppliers or other non-DoD sources to offset the costs of premiums. Don't ask suppliers or sources to prepare special premiums at their expense.

3.5. Buying Print Advertising. Activities may purchase advertising to promote Services programs and activities in US Armed Forces newspapers and civilian publications distributed primarily on a military installation. These restrictions apply:

- Don't advertise in civilian general circulation newspapers, magazines, or on commercial radio or television.
- Don't advertise the sale or consumption of specific brand names or prices of tobacco products or alcoholic beverages.

3.6. Direct Mail Advertising. Activities may use direct mail (excluding mail-order catalogs) to advertise Services programs, activities, goods, and services provided.

3.6.1. Direct mail pieces are sent only to eligible Services customers who have voluntarily signed up to receive Services direct mail information.

3.6.2. Nonappropriated funds are used to cover direct mail costs (including postage) when advertising the sale of merchandise and services.

3.7. Advertising in Other Media. Marketing directors and activity managers follow these general guidelines when advertising:

- Purchase or arrange for advertising produced especially for distribution on the installation or targeted to eligible Services customers.
- Produce or prepare advertising media directed at local customers and potential customers. Advertising media are the vehicles you use to convey your message such as flyers, posters, newspaper inserts, and direct mail.
- Accept voluntarily initiated media from suppliers and other non-DoD sources.
- Don't distribute advertising through formal base channels such as the Base Information Transfer System (BITS).

3.7.1. Services may purchase, prepare, or produce premiums for distribution to eligible Services customers and potential customers. Services may also accept premiums (except tobacco and alcohol) that suppliers voluntarily offer if the value of the items for any one individual is less than \$20 retail.

3.7.2. Activities may advertise in free newsletter-type publications produced by a commercial publisher. Publications distributed to eligible Services customers must meet these conditions:

- The base public affairs officer approves the distribution and coordinates on the information in the publication before it is released to the publisher.
- A commercial publisher prints the publication.
- There is no contractual agreement that gives any exclusive rights to provide the publication.
- The publisher delivers the publication to Services squadron facilities for casual pickup by interested customers and potential customers.
- The publication contains a prominently displayed disclaimer stating that the Air Force and the Federal Government don't endorse, sponsor, or fund any advertised commercial vendors, goods, or services in the publication.

3.8. Membership Club Publications. Membership club activities may advertise in club calendars, monthly bulletins, and commercial newspapers and publications (such as the base newspaper) that publishers produce specifically for installations. These restrictions apply:

- Advertisements appearing in commercial media must include the statement, "Open only to authorized members and their guests," unless the event is open to the general public.
- Clubs may not place promotional advertisements in civilian general circulation newspapers and magazines or on commercial radio and television.

3.8.1. The marketing director periodically evaluates club calendars and monthly bulletins to assess their effectiveness in reaching and communicating messages to targeted markets.

3.8.2. Overseas clubs may advertise in United States Government-controlled media including newspapers, radio, and television. Installation commanders may also approve advertising in publications prepared by a civilian firm for the benefit of the military community. All advertisements

in these media must include the statement, "Club facilities and services are for authorized members and their guests only," unless the event is open to the general public.

3.9. Promotional Materials. Promotional materials strengthen advertising, publicity, and other marketing efforts. Services may purchase or produce promotional items for Services institutional advertising and to promote programs and activities to eligible customers.

3.10. Coupons. Services may participate in coupon-redemption programs offered to the general public or to the military community. The Resource Management Flight Chief must approve any participation in private-sector, national, or local coupon-redemption programs. Control coupon redemption in accordance with AFI 34-202, Protection of Assets.

3.11. Sales Promotion. Services may use merchandising and sales promotion methods to stimulate customer interest in Services activities, programs, goods, or services. Sales promotion techniques include point-of-sale displays, markdowns, premiums, or special-offer coupons.

3.12. Publicity. The marketing director may publicize recreational events and other general interest Services activities and programs to eligible and potential customers in any media with the coordination of the base public affairs officer.

3.12.1. US Armed Forces installation or activity newspapers and American Forces Radio and Television Service (AFRTS) may carry news stories, announcements, and listings of Services services and activities. Publicity concerning commercially sponsored events routinely includes the name of the commercial sponsor with other story facts and appropriate disclaimers.

3.13. Inserts. The marketing director may arrange with the base public affairs officer to include an insert in the base newspaper promoting Services programs and activities. This insert may contain commercial advertising sold by the contracted publisher if this condition is part of the base newspaper contract. It must prominently display a disclaimer stating: "Federal Endorsement of Advertisers Not Intended."

4. Commercial Sponsorship:

4.1. Overview. Commercial sponsorship is a method of financing and supporting a high level of service in a reduced budget environment. For specific guidelines and procedures on acquiring commercial sponsors for MWR events, consult AFI 34-207, *Commercial Sponsorship Program*.

4.2. Marketing Role in Commercial Sponsorship. The marketing director ensures that Services considers commercial sponsorship as a source of funding for special events.

4.2.1. Marketing personnel create awareness and support of the commercial sponsorship program with Services squadron commanders/directors, flight chiefs, and activity managers.

4.2.2. The Services commander/director designates a staff member to solicit and manage commercial sponsorship ventures for Services programs and events.

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